

Solicitation Number: SCC060001-A1

Statewide Research and Survey Services

Category 3.1.3. Operations Research

Solicitation Due Date:
September 30, 2005

Submitted to:
Strategic Contracting Centers
100 N. 15th Ave., Suite 104
Phoenix, Arizona 85007



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Experience and Expertise—Operations Research 3.1.3

Overview of Experience and Expertise

LeCroy & Milligan Associates, Inc. (LMA) has the breadth of experience and a service philosophy that is well-suited to the variety of services requested in the solicitation. For the past 14 years, LeCroy & Milligan Associates has provided research, evaluation, planning and training services for state, federal and local agencies in a variety of project areas.

The combined personnel of our organization provide a unique balance of individuals that have the analytical, statistical, and substantive expertise to respond to the demands of the RFP and produce exceptional consultation and project services. Project teams are formed to include staff members whose unique experience is most needed by a particular project.

Our staff comprise a multi-disciplinary team with professional backgrounds in psychology, social work, public health, juvenile justice, education, public administration, family studies, and management information systems. Our staff's backgrounds include *direct* program development and administrative experience as well as *consultation* in research. This experience enables us to understand the *practical and practice* issues involved in human services. Also, our work is not dependent on one person but rather involves an entire team to provide the service or product. This provides clients with additional assurance that our work will be completed in a timely and efficient manner.

We have a staff of 21 full-time and 2 part-time employees that work efficiently and effectively in designing and carrying out research, planning, and consultation projects. Because we use a team approach in our work, the burden does not fall exclusively on one evaluator to complete work, and thus we can be efficient and timely in our work. Our team includes:

- 1 President/Evaluator, MSSW
- 1 Executive Director/Evaluator, PhD
- 5 Evaluation Associates, Master's Degrees and PhDs
- 3 Evaluation Specialists, BA
- 1 Computer Systems Manager, BS
- 1 Business/Operations Manager
- 3 Data Entry Specialists
- 7 Quality Assurance & Training Team Members, 3 Master's Degrees

LeCroy & Milligan Associates maintains a well-established office in Tucson, Arizona. The offices are connected with a local area computer network with state-of-the-art word processing equipment, and use Microsoft products, SPSS, Epi-Info, ArcView GIS mapping software, and Dreamweaver software. We also have access to large mainframe computers when needed. Our computer and personnel capacity and experience allows us to process and enter large data sets if needed. Our office has a conference room available for meeting and training when needed. We have a large library of evaluation, prevention and training materials. We have two fax machines to receive documentation and we are available by phone, fax, or email.

Our staff have access to numerous on-line and library resources for reference needs. We have DSL Internet connections with virus and security protection updated regularly. We maintain three websites and regularly post reports, written materials, training materials, and relevant links. We have developed a web platform for training modules used nationally. We use Dreamweaver software for creating secure web-based access for online data collection.

Experience and expertise in Operations Research

LeCroy & Milligan Associates (LMA) has a broad background in health and social service program review and evaluation that contributes strong expertise in reviewing program operations for program improvement and efficiency. We have conducted evaluations and reviews with the Departments of Economic Security, Health Services Administrative Office of the Courts, the Governor's Office, the Department of Education, and numerous county and local organizations.

Collectively our staff possess expertise in a wide range of content areas, including adolescent risk behaviors, child welfare, child abuse and neglect, domestic violence, family support and preservation, maternal health, healthcare systems for homeless youth, children with special health care needs, early childhood education, secondary education, drop-out prevention, adult and juvenile justice and delinquency, and substance abuse. Because we have worked with local, state and federal projects, we have a broad exposure to the human services delivery systems, and have completed literature reviews about best practices in service delivery.

Juvenile/and Family Drug Court and Diversion program evaluation (Governor's Office of Substance Abuse Policy)— (2001-2004) LeCroy & Milligan Associates completed a four-year evaluation in 2004, of three juvenile drug courts and two family drug courts being implemented in Cochise, Pima, Pinal, and Yavapai counties. The evaluation included studies of program implementation and processes that addressed several key components of drug courts including: interagency cooperation, acceptance of the programs within the courts and probation departments, client referral and flow through the programs, availability and provision of appropriate resources (e.g., treatment services), data collection capabilities, and fidelity to best practice policies. In terms of unique challenges, specialized courts often have more fluid procedures, may be interested in different outcomes than other courts (e.g., drug courts are primarily interested in reducing drug related recidivism), and may have different timelines for resolution than other courts. While these are challenges, they can be accommodated through a thorough understanding of those differences gained from a systematic process evaluation as a precursor to the outcome studies. **Key Staff:** Pat Canterbury, Craig LeCroy, Olga Valenzuela

A recent project completed by LeCroy & Milligan Associates utilized many methods to analyze the healthcare delivery system for children with special health care needs in Nevada. In our **Statewide Needs Assessment of Children with Special Health Care Needs (CSHCN)** for the state of Nevada (2004), LMA conducted the assessment using multiple methods, including:

- *surveys of Nevada's medical providers* to provide information on their perception of CSHCN and their families

- *surveys and focus groups with parents* regarding their perceptions about availability/accessibility of services, most valued resources, barriers to services, and suggestions for improvement in services
- *key informant interviews, document reviews, and internet searches to develop inventories of all currently available government agency resources* for CSHCN throughout the State among state, county, and municipal service providers (including financial assistance programs, developmental services, direct services, and educational services)
- *inventories of private and nonprofit community resources, activities, and services, all mental health providers, all advocacy groups* available in each geographic area of the State by county
- *an inventory of service gaps*, including transportation in each geographic area
- *surveys (web-based, paper, and phone) of provider availability* in each geographic area (general medical, medical specialty, and physical/speech/occupational therapists) by county
- *socioeconomic breakdown of CSHCN* and their families and a quantitative description charting and/or graphing their geographical location within the state (using secondary source data).

This data was compiled, analyzed and formatted to provide a comprehensive report of needs and assets in the state of Nevada. Our activities included gathering data about governmental agency resources through a combination of Nevada state agency resource lists, Internet searches, phone surveys and document review. A matrix database of services was created that lists resources by type of agency, targeted clients, region served, type of service, and eligibility/accessibility policies. The comprehensive list includes such resources as regional and neighborhood health centers, children's hospitals, university programs and services, local health departments, school medical services, DSHS Disability Determination, developmental disability services, vocational rehabilitation services, Early Hearing Detection & Intervention, Program for Infants & Toddlers with Disabilities, Nevada Check-Up, Preschool Grants Program for Individuals with Disabilities. This type of information is important to collect and analyze by the geographic areas in order to assess the extent to which commonly cited barriers for CSHCN healthcare, (e.g., inadequate regional availability of hospital care,) exist in Nevada. This project has supported the Nevada Department of Health Services in their Real Choices healthcare system strategic planning. **Key personnel:** Pat Canterbury, Allison Titcomb, April Hizny

LeCroy & Milligan Associates has designed and completed outcome and process evaluations to assess service quality, performance, and impact for small and large projects, from evaluations of local community based programs to statewide, multi-site programs. A selection of projects is highlighted below.

Healthy Families Arizona (Department of Economic Security (DES) (1998-present)—a 14-year project including process and outcome evaluation of home visitation program in 48 sites across Arizona. Over the years, we have completed a qualitative interview study, an implementation study, a focus group study, a cost effectiveness study, several literature reviews, process and outcome studies, and implemented a statewide quality assurance system. We developed and revised screening instruments, risk assessment instruments, satisfaction surveys, outcome

instruments, and quality assurance tools. Our quality assurance and training staff direct efforts to prepare for Healthy Families credentialing every four years, requiring each site to examine compliance with comprehensive standards. The quality of these efforts was a contributing factor to Arizona becoming the first *state system* to be credentialed by Prevent Child Abuse America.

Key personnel: Craig LeCroy, Judy Krysik, Kerry Milligan, Cindy Jones, Olga Valenzuela, Kate Whitaker, and Pauline Haas-Vaughn.

Pima County Juvenile Probation Evaluation. (2003-2004) A multi-faceted evaluation to examine the overall effectiveness of the probation services offered by the Pima County Juvenile Court that addressed four main components: the impact of case compliance and probationer status on recidivism; a literature review of best practices; a series of surveys assessing the public's perception of court priorities and effectiveness; and an investigation of the usefulness of a single system design approach to *case management* in fostering more supportive relationships between probation officers and offenders. The evaluation included interviews, analysis of extracted JOLTS data, surveys, and case file reviews of 450 juvenile records. **Key personnel:** Craig LeCroy, John Hepburn (subcontractor), Pat Beauchamp

Arizona Family Group Decision Making (FGDM) program evaluation (DES)—a three year study (2001-2003) of process and outcomes of the FGDM program in all DES districts in Arizona, which included site visits, observations of family group conferences, instrument development for process and outcome data, analysis of CHILDS data to assess dependency outcomes, and yearly reports and presentations. **Key personnel:** Allison Titcomb, Cindy Jones, Olga Valenzuela, and Kerry Milligan.

Program Evaluation of the Arizona Community Punishment Program (1999) An extensive implementation evaluation of the Community Punishment Programs in 8 Arizona counties for the Arizona Administrative Office of the Courts that included data collection methods such as interviews and a review of program documents. **Key personnel:** Kerry Milligan and Craig LeCroy.

In the Evaluability Assessment of Drug Prevention Programs for Children (2000-2002), through the Governors Office of Substance Abuse Policy, LeCroy & Milligan Associates completed extensive interviews with 11 grantee programs for the purpose of determining the programs' readiness for evaluation, as a first step in the program evaluation process. **Key personnel:** Pat Beauchamp.

OASIS Center for Sexual Assault and Relationship Violence program evaluation (University of Arizona). (2001-2003) During this two-year project we developed focus group protocols and key informant interview guides to assess the needs and perceptions of the Center among "consumers" and community collaborators. **Key personnel:** Allison Titcomb and Kerry Milligan.

LMA has significant expertise in analyzing and interpreting data gathered in operations research. With regard to statistical analysis, team members are well versed in advanced statistical analysis of data. For example, we have performed various inferential statistics for different evaluation

and research projects including: analysis of variance, ANCOVA, t-tests, multiple-regression analysis, log-linear analysis, survival analysis, discriminant analysis, path analysis, and factor analysis. Several team members have had substantial experience in the statistical analysis of experimental outcome data. These analytic methods have been extensively used in the Abstinence Only Education program evaluation, the Arizona Risk/Needs Assessment Study, the Pima County Juvenile Probation Services evaluation, and the Healthy Families Arizona evaluation. The results of many of these analyses have been published in peer reviewed scientific journals, as well as prepared for audience such as program providers, legislators, and state agency decision-makers.

Our ability to provide technical assistance, document findings and develop reports is crucial to using the results of research projects. Highlighted below are examples of different methods of reporting we've completed for projects.

Juvenile and Family Drug Courts and Diversion program evaluations (Governor's Division of Substance Abuse Policy (2001-2004)). A unique aspect of this evaluation was the development of an Access database for on-site data collection of participant outcome information. Instruments developed included parent and youth surveys, interview protocols for site visits with court staff, and focus group protocols. **Key personnel:** Pat Canterbury, Allison Titcomb and Cindy Jones.

Arizona Promoting Safe and Stable Families (Family Preservation/Family Support) evaluation (DES) (1998- present).

Over the course of this project, we have conducted quarterly "Program evaluation team" meetings with staff from the 16+ providers participating in the evaluation. These meetings vary in their presentation format and content. They are designed to provide evaluation information (i.e., presentation of results), technical assistance in data collection, and capacity building for evaluation. Examples of these three hour meetings include a facilitated activity on developing a program logic model, presentation and discussion of how to utilize evaluation findings, focusing on how to work with fathers (and hence increase data collection), and presentation and discussion on development of an outcome measure. **Key personnel:** Allison Titcomb, Jen Kozik Kerry Milligan.

Arizona Abstinence Only Program Evaluation. Over the course of the project we developed numerous products to communicate often very complex data to program providers and funding decision-makers, including:

- Executive Summaries (targeted toward state agency decision-makers),
- "Highlights" fact sheets, individualized site data reports with pie charts, tables and illustrations,
- a PowerPoint presentation on outcome findings,
- a data CD entitled "Mining the Data—comprehensive risk and protective data of Arizona teens" which included an overview of the project, a section on "how to use this data" and survey data organized by population (youth, adult, parent survey data),
- quarterly provider meetings where we would present on a specific aspect of the study (e.g., media results, parent surveys, school stakeholder surveys),

- a one-day “Evaluation Institute” for program staff with a workshop on “how to use evaluation findings for program enhancement”. During presentations with program staff, our staff enjoy using humor, games, and participatory methods to increase receptivity to evaluation information.

Key personnel: Kerry Milligan, Pat Canterbury, April Hizny

References

1) Client Organization/Contact person

Arizona Department of Health Services

Sara Rumann, Program Manager

(602) 364-1400

Project Description/Project Dates: *Arizona’s Abstinence Only Program evaluation* was a program evaluation of abstinence only education involving 18 sites, 172 schools, 600 locations, surveys of 100,000 participants on sexual risk and protective factors, four annual telephone media surveys, and provider and stakeholder surveys.

Project Dates: 1998-2003, 2004 -present

2) Client Organization/Contact person

Pima County Juvenile Probation Department

Karen Godzyk

Phone: (520) 740-2094

Project Description: *Pima County Juvenile Probation evaluation.* A multi-method study which included three large-scale telephone surveys with victims, family members and the general public regarding perceptions of the department’s effectiveness, a comprehensive literature review of juvenile treatment approaches, a single system design study with probation officers, and a recidivism study requiring mining of the JOLTS (juvenile on-line tracking system).

Project Dates: June 2002- June 2003

3) Client Organization/Contact person

Arizona Governor’s Division for Substance Abuse Policy

Rudy Navarro

(602) 542-6004

Project Description/Project Dates: LMA has been involved with numerous projects for the Governor’s Division for Substance Abuse Policy. The projects listed below included workshops and technical assistance in needs assessments and sustainability.

- *Youth Educating Parents Technical Assistance:* A project involving two grantees in two counties. The agencies were tasked to design and deliver unique prevention programs that involve youth educating parents about substance abuse. (2002-present)
- *Parenting for Youth Drug Prevention Programs Technical Assistance:* Similar in nature to the previous effort, this project involved six grantees in five counties. (2002-present)
- *An Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children:* This project included an assessment of the funded agencies capacity to participate in an evaluation, and the subsequent evaluation of those programs.

Recommendations for future grant development and procurement were made. (2000-2002)

4) Client Organization/Contact person

Nevada Department of Health Services

Debra Wagler, Program Manager Real Choices Systems Change project

Bureau of Family Health Services

3427 Goni Road, Suite 108

Carson City, NV 89706

Phone: 775- 684-3479

Project Description

Nevada Needs Assessment of Children with Special Health Care Needs. A statewide needs assessment regarding availability and accessibility of community based services for children and their families.

Project Dates: August 2004-June 2005

Resumes of key personnel

Resumes of the following key LeCroy & Milligan Associates staff are attached.

Kerry Milligan, MSSW

Craig LeCroy, Ph.D.

Allison Titcomb, Ph.D.

Pat Canterbury, MPH

April Hizny. BA

Hilary Smith, MA

Cindy Jones BA, MIS

Allyson LaBrue. BA

Erika Ortega, BA

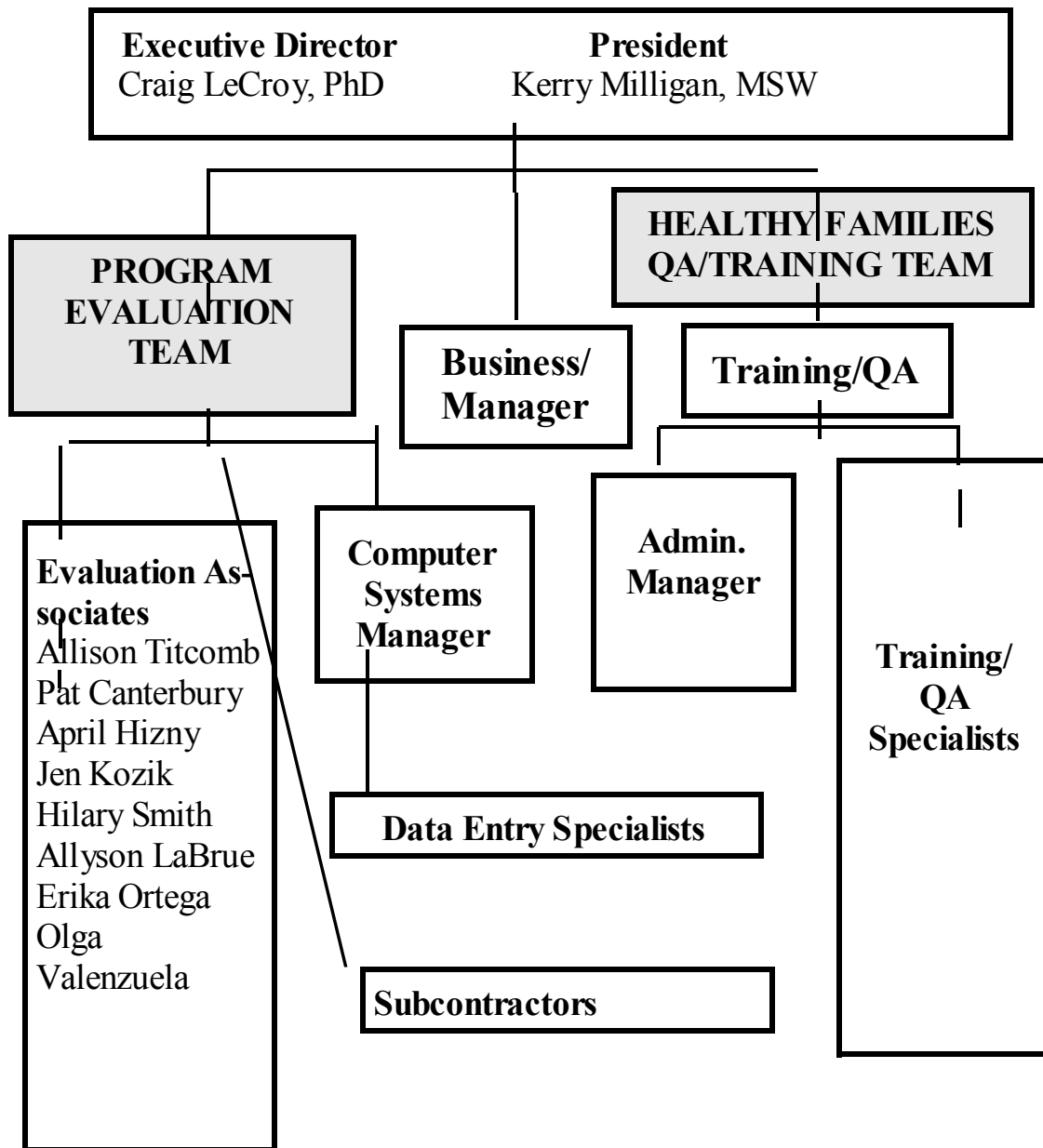
Olga Valenzuela. BA

Potential Subcontractors:

- FMR Associates, Inc. Tucson, Arizona. Founded in 1981, FMR Associates, Inc. specializes in strategic research for the communications industry. We have used them for random-digit dial telephone surveys.
- Judy Krysik, Ph.D.

LeCroy & Milligan Associates, Inc.

ORGANIZATIONAL CHART



Note: The Project team leader is chosen from evaluators for each project, and supervises the project.

Method of Approach—3.1.3. Operations Research

When conducting a review of programmatic and administrative operations, LMA would complete the following components:

- Meet with project staff to outline the informational needs and requirement for the review.
- Determine the data sources for the review.
- Develop data collection methods and tools as needed.
- Review the appropriate mandates and contractual requirements.
- If appropriate, do a brief literature review on best practices or related standards for the program under review. This may provide rich contextual background for the project.
- Gather and compile data.
- Organize and present data according to contractual requirements.
- Prepare findings, write report and recommendations.
- Review findings with key stakeholders to facilitate planning for quality improvement if needed.

For these types of reviews, we recommend that both qualitative and quantitative data be collected. Examples of qualitative data would include key informant interviews and focus groups to provide a description and perception of the program processes and procedures used in the program. One of the results would be a flow chart that depicted the process and individuals responsible for each phase of the program delivery. With this data we could also provide an analysis of stakeholders' assessment of the efficiency of these processes as well as their suggestions for improvement. Quantitative data could be collected from information technology (IT) departments to obtain data from the electronic databases of the program under review. File and document reviews would also be conducted if required data elements were not available from an automated database. Our methods are exemplified in the project descriptions below.

In a Pima County needs assessment project, Project Contact: Access to a Pediatric Home for the Homeless Focus Group Study (2002) we conducted focus groups to gather needs information from homeless youth. In order to provide the Pima County Health Department information regarding the structure and approach for providing mobile health services to the homeless youth.

LeCroy & Milligan Associates also conducted a study for the Pima County Health Department to look at the use of prenatal health care for at risk mothers. This project was designed for the Pima County Health Department in order to investigate why some women fail to use adequate prenatal care. We designed focus group discussion guides for use with both “consumers” and service providers to explore the reasoning behind their prenatal health decision-making and how services were accessed. Recommendations regarding process, organizational and client barriers were made in order to improve the access to and use of prenatal health care for this at-risk group.

During a five-year evaluation of Arizona's Abstinence Only program evaluation (ADHS), our staff conducted yearly site visits to 17 sites around Arizona. The purpose of the site visits differed from year to year, depending on the evaluation data we were collecting. One year we completed focus groups with participants to gather input about their experiences and perceptions

with the program. Another year we observed classrooms to assess teaching approaches and fidelity to program models. Another year we conducted staff and stakeholder interviews. Each of these reviews provided valuable qualitative and quantitative data to enrich the evaluation and enable effective, objective assessment of program operations.

In some projects, much data for an operations review comes from secondary source data. An example of our work using secondary source data is the audit we completed in November 2004 (and again in 2005) of the AIMS Intervention and Dropout Prevention programs for the Arizona Department of Education. The audit included examination of annual reports from the grantees, survey data from students, staff and other stakeholders, site visits to observe program implementation and conduct key informant interviews, conduct data analysis and develop the report. The report identified strengths and areas needing improvement in the program.

Background Information/Work Samples

Examples of reports and projects can be found on our website, www.lecroymilligan.com, for example:

- *Nevada Needs Assessment of Children with Special Health Care Needs—final report*
- *Final Evaluation Reports for Arizona Healthy Families,*
- *An Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children*
- *Executive Summary of the Pima County Juvenile Probation evaluation, 2003*
- *Arizona's Abstinence Only Program evaluation—Annual reports and executive summaries*
- *Maternal Health Report*